Service Nova Scotia and Municipal Relations

2001-2002
BUSINESS PLAN

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Service Nova Scotia and Municipal Relations

Our 2001- 2002 Business Plan

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Planning Context

The Planning Environment

The Government has identified smaller more cost effective government as one of its key priorities. Service Nova Scotia and Municipal Relations has developed a simplified organizational structure reducing the number of divisions from ten (10), including Corporate Service Units, to five (5). This structure ensures centralized control of strategic decisions through a small senior management team. Effectiveness is also assured through bringing all storefront elements into one division allowing a common customer service framework, putting all the major registries and land services under one Registry and Information Services Management Division maximizing synergies and combining common business processes. In addition, the creation of an Alternative Program Delivery Division allows for responsible account management, while ensuring the Province is partnering, wherever possible, to achieve efficiencies in program delivery. Service Nova Scotia and Municipal Relations, as the service provider for government, will maximize its competency and capacity to deliver services on behalf of other departments and levels of government.

The Government has also emphasized that the quality and access to services provided to the public is important. Service Nova Scotia and Municipal Relations (SNSMR) will continue to provide consistently high customer satisfaction. The Department will expand access to services for all Nova Scotians through a balance of physical and electronic channels and by leading e-government and alternative program delivery. This will require initial investment to develop and adopt technology that will result in savings and efficiencies in the longer term. Innovative partnerships will be key to enhancing both the physical and on-line presence and these partnerships will support SNSMR's commitment to service excellence.

Another priority for Government is to reduce the amount of red tape imposed on businesses and individuals. SNSMR will continue to contribute to this goal through on-going evaluation and consultation on our achievements, results, customers, and outcomes. We have also combined many program, administrative functions and legislative mandates to find simpler and more streamlined ways to achieve the policy objectives while reducing barriers to delivery. This work will complement and coordinate with the work of the Red Tape Task Force.

In summary, the planning environment provides the context for Service Nova Scotia and Municipal Relations to contribute significantly toward the achievement of Government's agenda and deliver programs and quality services in the high quality manner expected by Nova Scotians.

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Vision

It's the year 2004. Service Nova Scotia and Municipal Relations is a recognized and modeled service organization - our proactive stance and value-added contributions are commonly understood. Our quality and cost performance set us apart from comparable providers. Citizens can obtain any non-social service at one of our accessible centres and our on-line presence is proven and comparable to peer agencies anywhere. We've been a catalyst in fostering seamless access to all levels of government and in migrating from paper to electronic services.

The public interest is core to our legislative mandate, clients are confident that public records are safe, reliable and easy to access, and municipalities are pleased with our client-focused relationship. Staff recognize their Department as an employer of choice because we have set a great track record for developing and empowering people and providing the technology and other tools that support service. Service *is* our business.

Mission

To provide Nova Scotians with seamless, easy access to numerous government services in a cost-effective manner while maintaining the interests of the public and municipalities.

Strategic Goals

1. Demonstrate leadership in providing quality, cost-effective citizen centred services to Nova Scotians on behalf of Government.

2. Lead the Government's strategies for E- Government, alternative service delivery, geographic information infrastructure and collaboration with partners to optimize physical and on-line services.

3. Emerge as an employer of choice by investing in staff.

4. Foster the development of efficient, effective and financially healthy municipal governments, strong provincial-municipal relations and cooperation in service delivery for seamless access to all levels of government.

5. Ensure driver and vehicle safety, consumer protection, revenue collection, secure public records and registries, and administration of assessment services.

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Core Business Functions

Alternative Program Delivery

Responsible for the development of partnerships to deliver services on behalf of other government departments and manage arrangements with non-government agencies to deliver services on behalf of government. In addition, this function will ensure proper account management and quality assurance.

- The change mandate of this function will be to form new partnerships at all levels of government and in the private sector for more effective and efficient service delivery.

Municipal Relations

Manages the Province's relationship with, and supports, municipal units in Nova Scotia by acting as a window into government, providing advice and assistance in areas of administration, financial management, building safety, land use planning, fostering partnerships and administering a variety of operating and capital grant programs.

- The change mandate for this function is to forge a new financial relationship and new service delivery partnerships with municipalities.

Service Delivery

Accountable for managing the delivery of front-line service through all channels, including in-person, phone, Internet, and mail.

- The change mandate for this function is to deliver one-stop, seamless services and implement electronic service delivery initiatives.

Program Management and Corporate Services

Accountable for the Department's legislative mandates, business planning, administration and central agency liaison.

- The change mandate for this function will be to lead legislative and regulatory reform, to facilitate red tape reduction and the migration to e-government.

Registry and Information Management Services

The Division provides leadership in the development of the Province's information infrastructure (including core databases, policies & standards, and systems), and is responsible for registering, processing and providing access to public records relating to land, companies and individuals. Specific program areas include the Nova Scotia Business Registry, Registry of Joint Stock Companies, Vital Statistics, Registry

of Deeds, Personal Property Registry, and management of the Province's primary geographic information database.

- The change mandate of this function will be to re-engineer processes and business functions to achieve efficiencies and facilitate the delivery of multiple programs through a common information and service delivery framework.

Critical Success Factors

Service Nova Scotia and Municipal Relations will know that it has made significant progress toward the Departmental vision when it has achieved the following:

- Recognized as an employer of choice
- Stronger relationships with labour
- Senior team moves department forward collectively
- Highly effective internal and external two-way communications
- Quality and cost performance that sets us apart from comparable providers
- Re-investment in its capacity to enable strategic goals

Priorities for 2001 - 2002

Goal: Demonstrate leadership in providing quality, cost-effective citizen-centred services to Nova Scotians on behalf of Government.

- Implementation of the Service Nova Scotia and Municipal Relations Service Delivery Strategy.

  - Provide access to all information and services, and in-person access to a base level of information and services, in all SNS&MR locations in the Province.

    Economies of scale and savings in administrative costs for leased office space could result from the rationalization of existing facilities and location of more government operations under one roof. Such possibilities will be examined with other departments and levels of government. A benefit of success in this initiative will be to increase the range of services available to citizens.

  - As leases expire and opportunities arise, evaluate existing Service Nova Scotia and Municipal Relations offices in each county of the province. Increase the use of existing locations by exploring co-location options with other departments and levels of government.

- Continue work on Phase II of the Registry 2000 project to enact modern legislation and develop an e-registry for property registration, linking data from other agencies and departments which

relates to real property transactions.

- Expand the services available to citizens in the Department's Telephone Information Centre through the addition of other departments' services.

  In 2000-2001, Service Nova Scotia and Municipal Relations expanded its capacity to handle inquiries for all departmental programs with cost saving achieved through improved efficiency in the use of resources. Similar, if not greater benefits, can be achieved with the addition of other departments services.

- Identify ways to improve the quality of service by evaluating alternative program delivery options within Service Nova Scotia and Municipal Relations.

  Service Nova Scotia and Municipal Relations offers several services that are not essential roles of government and may be better provided by external service provider. As the leader for government in these areas, Service Nova Scotia and Municipal Relations will assess alternative service delivery options for these activities with a view to obtaining cost savings for government while retaining or improving service quality for business and individuals, as well as meeting government's regulatory and governance mandate.

  - Assess the option of moving Assessment Services to an alternate program delivery mechanism.

- Expand the availability of credit card and debit card acceptance at Service Nova Scotia locations.

  There is inconsistent acceptance of credit and debit cards within Service Nova Scotia programs and offices. Customers expect to be able to pay for services with whatever means they choose, and Service Nova Scotia will establish consistent acceptance of credit cards and debit cards within its programs and locations.

- Develop a plan for legislative and regulatory modernization to remove legislative barriers and facilitate red tape reduction.

  This initiative will facilitate the regulatory re-engineering necessary to remove these barriers in a strategic manner. Specific priority areas would include legislative barriers to electronic commerce, self-regulation and harmonization with other jurisdictions.

- Implement legislative and other initiative reforms as identified by the Red Tape Task Force.

Based on initial consultation results, this work will focus on the elimination of out-of-date regulations, cost recovery, and review process improvement such as business impact testing. In addition, there is a strong desire to create one-stop, one-window access to all levels of government.

- Implement a Land Titles system to improve the security of ownership to land in Nova Scotia in keeping with other Canadian jurisdictions.

- Government Commitment # 133, *Review Gaming Regulations*: Conduct a review of the gaming regulations by spring 2001, including consultation with charitable organizations.

Goal: Lead the Government's strategies for E- Government, alternative service delivery and geographic information infrastructure and collaboration with partners to optimize physical and on-line services.

- Implement an e-Government action plan for the Department and Government that focuses on expanded electronic service delivery and migration from paper to electronic registries.

This effort is required to support initiatives aimed at increasing the number of Service Nova Scotia & Municipal Relations services on-line. The thrust will be to develop a comprehensive approach that emphasizes customer demand for on-line services and value added services for initial implementation. This work will also incorporate cross jurisdiction activity, "clustering" of on-line services offerings.

- Increase the number of information and transactional services available on-line.

In 2000-2001, the Department developed and implemented electronic access to select Registry of Motor Vehicles, Vital Statistics and geographic data services. Other services will be evaluated and developed this year to complement these.

- Internet access to the Nova Scotia Business Registry, providing one-stop registration to a number of provincial, federal and external agency licenses.

A web interface will be added in 2001-2002 for increased functionality and value to the business community.

- Increase the number of programs and services supported by the NS Business Registry infrastructure.

The Business Registry is a major component of the electronic infrastructure for government service delivery. This year, Service Nova Scotia and Municipal Relations, will be adding services from other departments to maximize the utility of the registry both in terms of greater accessibility for services by business and less costly vehicle for government.

- Market the Nova Scotia Business Registry for use by other jurisdictions as an integrated solution to one-stop business registration.

Nova Scotia is the only jurisdiction to have successfully integrated licensing, registration and permitting with the Registry of Joint Stock Companies, Canada Customs and Revenue Agency, Workers' Compensation Board and other provincial business licenses in real time. This capacity has positioned Nova Scotia as the leader in this area, and provided the potential to market our solution to other jurisdictions.

- Develop a government-wide strategic plan for review of potential alternative program delivery initiatives.

As the lead agency for alternative program delivery, the Department will undertake consultations with line departments in an effort to identify potential alternative program delivery projects and lead the implementation of resulting initiatives.

- Provide the geographic information infrastructure that enables government to support e-government/e-commerce in delivering the many applications requiring a geographic component (property registration, permitting, integrated resource management, environmental permitting, etc.)

- Determine the appropriate technology solution to enable the migration of the Registry of Deeds into an electronic land registry, in partnership with clients, other governments and the private sector.

- Review the existing government strategy to build the geographic information infrastructure to ensure it meets the needs, and develop with client departments and other users a new multi- year strategy.

Goal: Foster the development of efficient, effective and financially healthy municipal governments, strong provincial-municipal relations and cooperation in service delivery.

- Conclude the Municipal - Provincial Roles and Responsibilities Review.

This is a continuing effort to rationalize provincial/municipal service delivery so that the right level of government is delivering the appropriate service in the most efficient, accountable and effective manner.

- Design and implement a new system of provincial - municipal financial transfers.
- *Government Commitment # 158, Community Identities*: Work with regional representatives of CAP sites to determine how best to design, build and manage a portal or umbrella for individual community web sites.
- *Government Commitment # 160, Non-Residential Property Tax*: Release a baseline inventory and discussion paper to seek public input on the issue of permitting municipalities to tax non-resident property owners at a higher rate than residential land owners. Decisions about amending legislation are pending results of the consultation. Update the baseline inventory to identify subsequent changes. Establish procedures to improve collection of accurate information on non-resident land ownership.
- *Government Commitment # 161, Municipal Infrastructure*: Implement a new funding program for municipal infrastructure and inclusive transportation services.
- Foster excellence in municipal government through the development of "best practices" tools, the provision of on-going advice and the implementation of a local government performance bench marking project.
- Encourage and support the creation of partnerships among all levels of government for the delivery of common services.
- Work with municipal governments to manage shared land information data sets and provide users with a one-window access such as the civic addressing project, the deed transfer tax cooperative project, and the integrated permitting project.

Goal: Emerge as an employer of choice by investing in staff.

- Work with the Union to find flexible and appropriate ways to meet the changing needs of front line service delivery.
- Provide staff with the training, tools, information and other supports needed to give them the environment and confidence supportive of customer satisfaction.

Goal: Ensure driver and vehicle safety, consumer protection, revenue collection, security of public records and registries, and administration of assessment services.

- Establish an outcomes based program evaluation framework.

  Establish a process for ongoing review and evaluation of all programs to ensure the outcomes achieved alone with policy objectives, and finding ways of preserving outcomes while minimizing the burden on Nova Scotians.

- Complete specific program initiatives:

  - *Government Commitment #167, Eviction of Criminal Tenants:* Amend the *Residential Tenancies Act.*
  - *Government Commitment #203, Senior Motor Vehicle Discount:* Implement an incentive for seniors who take safe driving training.
  - *Government Commitment #206, Direct Sellers Licensing Act:* Implement provisions to provide enhanced consumer protection for internet transactions (amendments to the *Consumer Protection Act*, and harmonize with other Canadian jurisdictions).
  - Undertake a review of Funeral Services legislation
  - Review the motor vehicle dealers licencing process.
  - Undertake a review of data licenses to ensure compliance and security of records.
  - Provide appropriate back-up for records stored within the Registry of Deeds
  - Evaluate the electronic Personal Property Registry to determine whether adjustments are required to meet client needs prior to renewal of outsourcing contract.

Budget Context

Core Businesses	2000-01	2001-02
Alternative Program Delivery	10,376.7	(3,691.6)
Municipal Relations	52,211.0	53,811.0
Service Delivery	12,910.2	12,825.9
Program Management & Corporate Services	19,536.5	19,487.3
Registry and Information Services	14,426.4	17,804.4
Total	109,460.8	100,237.0

Outcome Measures				
Service Nova Scotia and Municipal Relations				
Outcome	**Indicator**	**Measure**	**Target**	**Strategic Actions**
Service				
SNSMR will excel in customer service	Customer satisfaction	% of customers who are "satisfied or "very satisfied" with service they receive.	75%	Monitoring of customer satisfaction through surveys measuring the key drivers, as well as overall satisfaction levels, for services delivered in walk-in locations, call centre and through electronic means.
	Timely completion of services	% of calls answered in 20 seconds or less.	80%	Telephone response time will be monitored for call centre services (Registry of Motor Vehicles, general government information, and calls answered on behalf of other government departments) in order to ensure effective enquiry management.
		% of customers waiting 10 minutes or less for service.	80%	Monitoring of customer wait time and speed of service. Resources will be allocated to ensure optimum efficiency and responsiveness. The measures refer to transaction services at walk-in service locations.
SNSMR will excel in customer service	Availability of consistent payment mechanisms at all SNSMR locations	% of SNSMR service locations offering debit and credit card payment options.	100%	Undertake procurement, training and installation of debit/credit card systems in all walk-in SNSMR service locations.

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Outcome Measures				
Service Nova Scotia and Municipal Relations				
Outcome	**Indicator**	**Measure**	**Target**	**Strategic Actions**
Service will be accessible to all Nova Scotians, regardless of where they live	Availability of electronic channels for obtaining Government services	% of business clients who can complete all necessary licensing requirements through Nova Scotia Business Registry.	**2001/2** - 20%	Focus on a balance of "clicks and mortar". Continued development of NSBR as a value added access channel for business.
			2002/3 - 40%	
			2003/4 - 60%	
			2004/5 - 80%	
		% of SNSMR services available on line.	**2001/2** - 20%	Development and marketing of Web based transactions, downloadable forms, searchable data bases. Targeting high volume, low complexity transactions initially.
			2002/3 - 40%	
			2003/4 - 60%	
			2004/5 - 80%	
	Availability of program services in SNS locations	% of SNSMR program services available in SNS location.	**2001/2** - 70%	Expansion of service through the addition of Registry of Motor Vehicles and program information services in previously under served areas of Nova Scotia.
			2002/3 - 80%	
			2003/4 - 90%	
			2004/5 - 90%	
Programs				

Outcome Measures				
Service Nova Scotia and Municipal Relations				
Outcome	**Indicator**	**Measure**	**Target**	**Strategic Actions**
Reduced tax and debt avoidance	Debt recovery	% of debt assigned to SNSMR for collections which is recovered.	30%	Monitor and control debt due to the Province via telephone collection and office visitation. Solicit all government departments to assign receivable for collection by SNSMR.
Improved Road Safety	Improved Driver Behavior	% of decrease in number of road users fatally or seriously injured in crashes involving alcohol.	**2008/10** 40%	This measure and target represent national objectives for achieving safer roads. The target is a significant decrease (40%) over baseline data averaged for the years 1996-2001. SNSMR will work collaboratively with its road safety partners in development and enhancement of safety programs to achieve the target for Nova Scotia.
	Safer Vehicles	% (decrease) in vehicles audited not meeting safety standards.	10%	Increase frequency of roadside safety checks in cooperation with law enforcement.
Increased certainty of land ownership	Reformed land tenure system for Nova Scotia	New land titles legislation	**2001/02** New legislation enacted - technical solution identified	Implement Registry 2000 vision to modernize and streamline Nova Scotia's antiquated real property system.
Municipalities				

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Outcome Measures				
Service Nova Scotia and Municipal Relations				
Outcome	**Indicator**	**Measure**	**Target**	**Strategic Actions**
Municipalities Satisfied with the level and quality of advice	Greater municipal use of resource manuals	Per cent of municipal administrations using the manuals	90%	An instrument to gauge client satisfaction will be developed.
	Quality of advice	Per cent client satisfaction	90%	An instrument to gauge client satisfaction will be developed.
Sustainable land use	Support and advice for municipal planning	Turn around time for review of planning documents	less than 30 days	Monitor turn around time
		Complete Model Land Use By-Law Manual	publish in 2001	Provide a model Land Use By-Law Manual which reflects the requirements of the Municipal Government Act.
		Cost shared planning studies	2 per year (dependent upon budget and proposed projects.	Identify cost sharing planning studies which will benefit all municipalities.
Increased inter-governmental and inter-municipal relationship	Roles and Responsibilities Review	Completion of study topics	2001 complete	Review to be completed by April 2001.

Outcome Measures				
Service Nova Scotia and Municipal Relations				
Outcome	**Indicator**	**Measure**	**Target**	**Strategic Actions**
		Per cent decisions on the implementation of recommendations	50% of recommendations implemented in 2001	Implementation schedule agreed to by steering committee.
	Partnership friendly environment	Number and range of partnership agreements	to be determined	Department to foster and facilitate partnership agreements.
Improved quality of municipal infrastructure	Delivery of Canada-Nova Scotia Infrastructure Program funding	number of municipal infrastructure projects approved and completed	100% commitment of Federal and Provincial Program budget for F/Y 2001/02 - Minimum 60% "Green" projects	Priority to be given to projects that are "Green" in nature, i.e. wastewater, drinking water, solid waste
	Delivery of Provincial Capital Assistance Program	Number of Municipal infrastructure projects approved and completed	100% commitment of PCAP budget for F/Y 2001-02	Address immediate health and environmental problems related to water, sewer and solid waste
Revenue for municipalities	accurate assessment base	level of assessment (assessment to sales ratio)	95 to 105%	-operational planning and control -comprehensive market analysis

Outcome Measures				
Service Nova Scotia and Municipal Relations				
Outcome	**Indicator**	**Measure**	**Target**	**Strategic Actions**
		% of assessment value loss through appeals	Less than 2% of total assessment roll.	-producing a quality assessment roll -communicating with property owners about how assessments were established has proven to reduce appeals -training and development of assessors in expert witness testimony and presentation of accurate and reliable information and data to the Court
Alternate Program Delivery				

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Outcome Measures				
Service Nova Scotia and Municipal Relations				
Outcome	**Indicator**	**Measure**	**Target**	**Strategic Actions**
Improved efficiency and effectiveness in programs and service delivery through Alternative Program Delivery (APD) (internal and external)	Reduction in expenditures to support service and program delivery	- Quality and # of APD business cases undertaken - APD projects meet clients expectations, time lines	To be developed	- Develop government-wide strategic plan for APD review - Increased sharing and reuse of infrastructure (information technology, storefronts, etc.) by provincial programs as well as federal, provincial and municipal levels of government. - Establish Service Level Agreements and monitor and report on whether standards are met.
	Better use of partnerships to deliver government programs	- Review of current partnerships - Number of public and private partners for program delivery	To be developed	
	Improve or maintain program service levels	-Client satisfaction: -end user satisfaction for services brought-in-house -staff satisfaction for programs/services taken out of government	To be developed	
	Increased revenue for government	Revenue generated from business development initiatives	To be developed	

Highlights from Human Resources

Service Nova Scotia and Municipal Relations has unique human resource requirements that pose a refreshing challenge to traditional human resource management in government. The Department is increasing its trend in consolidated service. SNSMR also continues to offer services to citizens beyond the 8:30 to 4:30 time frame common to most government operations. This service focus means that management must ensure that staff have the tools and training they need to deliver quality service, and that staff will:

- Receive the customer service and technical training required to perform effectively;
- Receive the information and additional training as needed to take on new tasks, particularly in the one-window approach to government services; and
- Have their performance reviewed and developed in a manner that is useful to the employee, organization and ultimately, the customer.

In addition to the above, the organization must also consider the following to ensure continuity and consistency in service delivery:

- a productive relationship with the Union
- succession planning
- communication with management

2001/2002 Corporate Initiatives:

The CSU servicing SNSMR plans to focus on the following corporate initiatives:
Continued Implementation of:

- Performance Management
- Coaching for Performance
- Succession Planning
- MCP Classification Review
- Bargaining Unit Position Reclassification
- Diversity Management
- Labour Relations
- Training & Development
- Resource Management
- Recruitment & Selection

Highlights from Information Technology

As the government lead in e-government, SNSMR has significant information technology requirements. Some of the existing systems are independent and so are inflexible to meet the needs of an integrated organization. New processes and improved service expectations place a demand on technology infrastructure. The major challenge in this area is for SNSMR to find innovative ways to acquire/access the systems necessary - one way is to form strategic partnerships with other agencies and business. New system development and a consistent re-investment in systems are necessary to meet customer expectations in service delivery and to meet the mandate assigned SNSMR by Government.

2001/2002 Initiatives:

Technology is a key enabler of this new department in support of its service delivery mandate and core business functions. Several key IT initiatives are underway that will extend into the 2001-2002 fiscal year:

- Implementation of Registry of Motor Vehicles system in 5 Registry of Deeds offices
- Development of a Carrier Profile System
- Development of the International Registration Program System
- Development of the Vital Statistics Accounting and Inventory System
- Requirements Analysis for a Point of Sale System for the department
- Upgrade the Registry of Joint Stock Companies document imaging system
- Implementation of the Shared Infrastructure Management Information System in partnership with the Federal Government

- Development of a Municipal Infrastructure Inventory System
- Transition of Property registration to the standard IT Service Delivery Model
- Participate in the Registry 2000 initiative to develop and implement an electronic land registry system

Highlights from Financial Services

The Financial Services Group provides ongoing financial expertise and advice to support the Department's goals and objectives. This includes providing complete, timely and accurate financial information to the senior management team and the Deputy Minister.

A current challenge and priority need of senior management is for Financial Services to make data readily accessible that accurately describes program costs/expenditures and staffing complements. This information, made available and user friendly, would considerably enhance senior management's decision making ability about programs and services.